MI WO Leader Development Working Group
7-11 Feb 00
Backbrief to CG

Purpose

Provide the CG USAIC & FH feedback from the

MI Warrant Officer Working Group.

Agenda

- Vision, Problem Statement, and WG Strategy
- Roles
- Skill Sets
- New MI WO Career Development Model
- WOBC/WOAC
- Recommendations
- Conclusion
- Milestones
- Guidance

Vision

Military Intelligence Warrant Officers provide the technical leadership and advice to ensure successful intelligence support across the entire spectrum of operations. They focus on:

- Adapting to rapidly changing environments and technologies.
- Managing intelligence systems and processes
- Integrating intelligence architectures and communications
- Maintaining the technical proficiency of their soldiers

Problem Statement

The current Leader Development structure does not sufficiently invest in the skills required to enable the MI Warrant Officer to adapt to rapidly changing environments and technologies for today and the future.

Working Group Strategy

 The MI Warrant Officer Leader Development strategy will result in the development, implementation and continuous sustainment of an MI WO Corps that is fully prepared for the challenges of 2010 and beyond via:

- Increased technical training opportunities earlier in the MI

    WO's career

- Adoption of a more viable MI WO career model

- Modifications to MI WO force structure (utilization and

    mentoring)

- Improved accession and retention levels achieved through

    more challenging development and other incentives

Roles

CW5
Policy Advisor,
Mediator

CW4:
Inspector, Evaluator,
Facilitator, Joint Planner

CW3:
Advisor, Integrator, Staff
Planner,
Instructor, Mentor, Joint
Operations

WO1/CW2:
Tech Team Leader, Supervisor, Manager, Trainer

Critical Skill Sets

- Interpersonal:
  - Leadership Skills
  - Staff Skills
  - Counseling
  - Mentoring

- Conceptual:
  - Analytical
  - Critical Thinking
  - Training
  - Staff Skills

Critical Skill Sets (Cont.)

- Tailored Technical:
  - Automation   - Threat C4ISR
  - Systems Architecture - Reporting
  - Intelligence Architecture   - IPB
  - Information Engineering   - Training
  - Information Operations   - Investigative
  - Group Leadership/Management- Language
  - Collection Management   - R&D
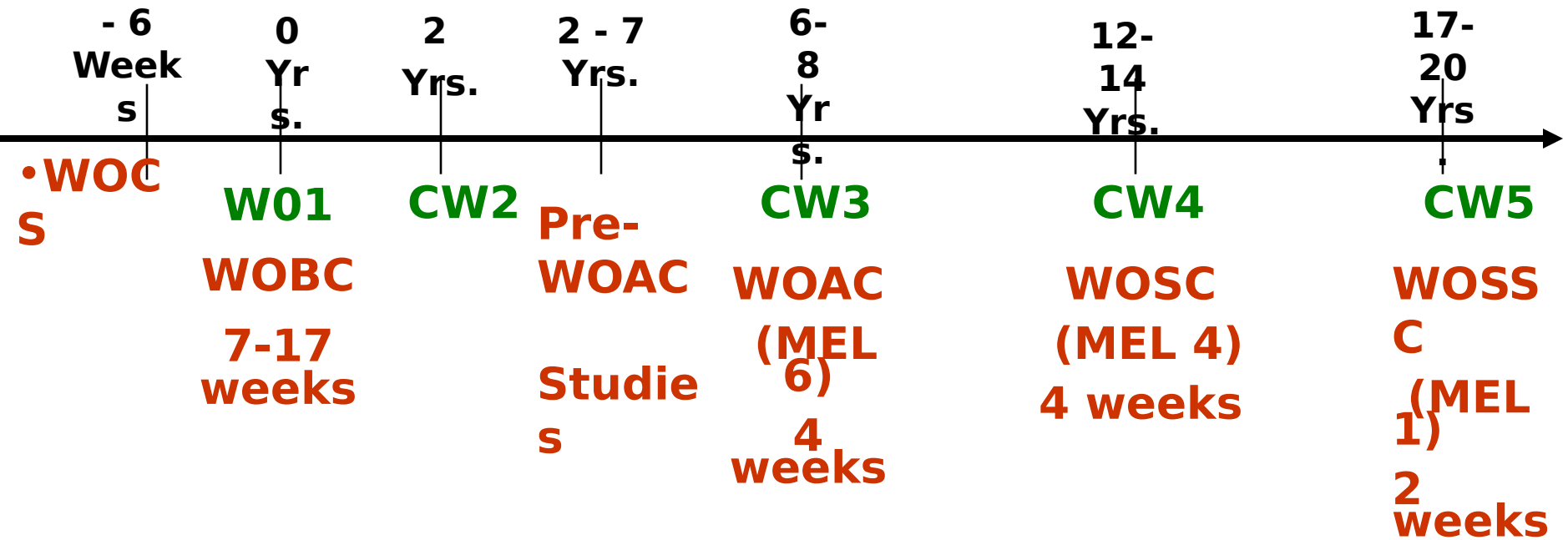
Critical Skill Sets (Cont.)

- Tactical (Mission Accomplishment):
  - Operations (Army/Joint/Coalition/Etc)
  - Security
  - Force Protection
  - Logistics
  - Section Operations Management
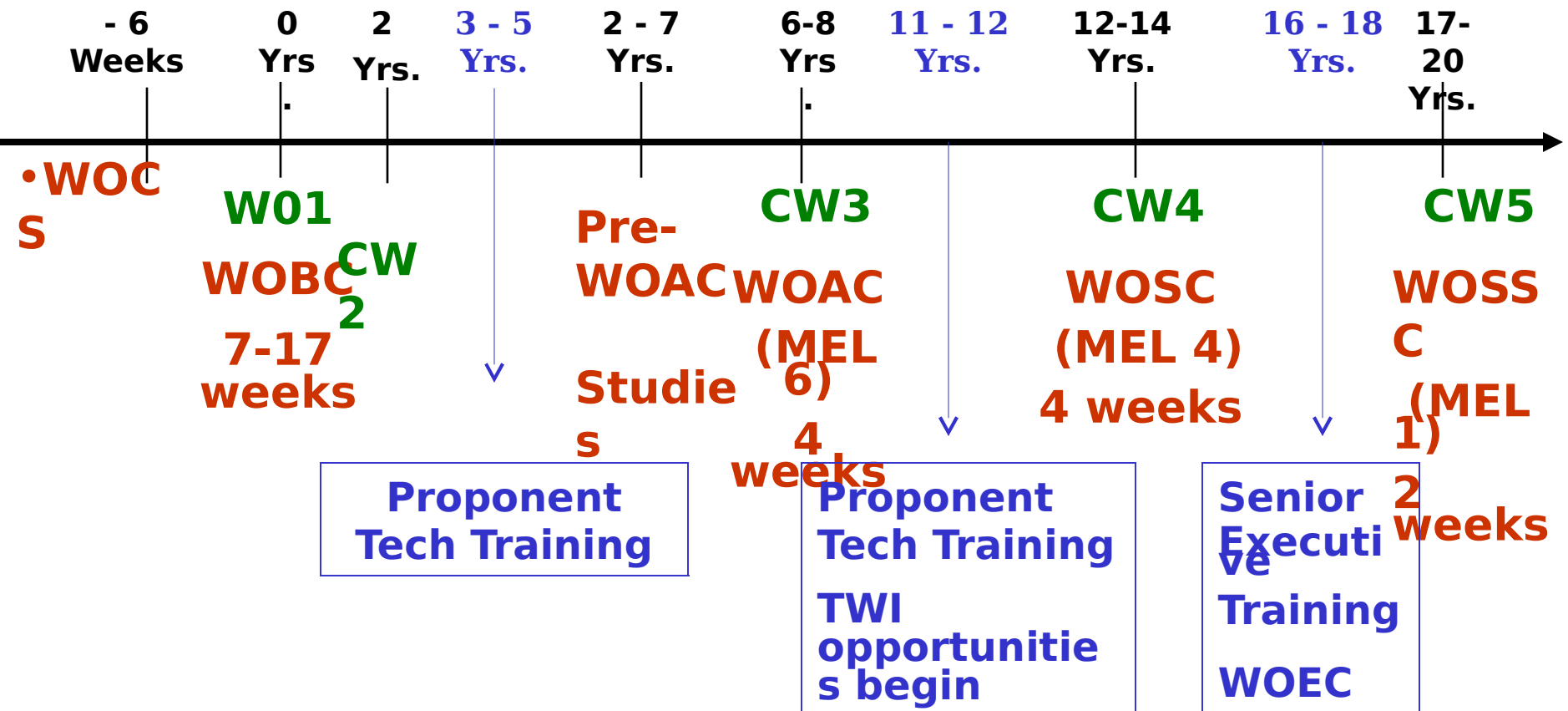 - Training
  - Risk Management

WOES Model
Current Training & Career Progression Continuum

- **- 6 Weeks**
- **0 Yrs.**
- **2 Yrs.**
- **2 - 7 Yrs.**
- **6-8 Yrs.**
- **12-14 Yrs.**
- **17-20 Yrs**

- •**WOCS**

- **W01**
  - WOBC
  - 7-17 weeks

- **CW2**

- **Pre-WOAC**
  - Studies

- **CW3**
  - WOAC (MEL 6)
  - 4 weeks

- **CW4**
  - WOSC (MEL 4)
  - 4 weeks

- **CW5**
  - WOSSC (MEL 1)
  - 2 weeks

WOES Model
Proposed Training & Career Progression Continuum

- 6 Weeks	0 Yrs.	2 Yrs.	3 - 5 Yrs.	2 - 7 Yrs.	6-8 Yrs.	11 - 12 Yrs.	12-14 Yrs.	16 - 18 Yrs.	17-20 Yrs.

•WOCS

W01

WOBC

7-17 weeks

CW2

Pre-WOAC

Studies

CW3

WOAC (MEL 6)

4 weeks

CW4

WOSC (MEL 4)

4 weeks

CW5

WOSSC (MEL 1)

2 weeks

Proponent Tech Training

Proponent Tech Training

TWI opportunities begin

Senior Executive Training

WOEC

WOBC - Common Core

Required Skill Sets:
   Interpersonal And Conceptual

Requirements:
   Interpersonal
      Leadership/people Skills
      Training/training Management
      Counseling/Leader Development

WOBC - Common Core

Requirements Continued:
- Conceptual
  Analytical
  Critical Thinking
  Management (Collection/Asset/Mission/Maintenance)
  Intel Architecture
  Systems Architecture
  Synthesis

WOAC

- **Current: 4 Weeks AC/RC (1Sep 00)**
  - **TRADOC Common Core**
  - **Leader Development (Counseling; OER's/JODSF)**
  - **Professional Development (PERSCOM; OCMI)**
  - **MI Skills (Army XXI; Joint Operations; ACE Operations)**
  - **MI Updates (HUMINT, SIGINT, IMINT, INSCOM)**
  - **Staff & Research Skills (MDMP; Crisis Action PE)**
  - **Intelligence Automation (ASAS; JISS/Intelink/OSIS**
  - **Independent Studies (Individual self-development)**
  - **AR/RC Integration**

- **Concerns:**
  - **Lack of MOS-specific technical training**
  - **Minimal challenge**
  - **Too little, too late**

WOAC Fixes

- ## **Short Term:**
  - **Scrub & revalidate TRADOC common core**
  - **Add MASINT update**
  - **Integrated war fighter PE's (officer/enlisted)**
  - **Refinement of Independent Research Phase**
    - **Produce a gradable product**
    - **CGSC-style White Papers/research projects**
  - **Improve academic challenge; increase measurable standards**
  - **Consolidation of warrant officer training resources**
- ## **Long Term:**
  - **Redesign and restructure entire course**
    - **Based on WOPMS XXI outcome**
    - **Front end analysis**

Recommendations: Accession

- Keep minimum criteria but change AFS from 12 to 15 yrs
- Appoint MI WO recruiter as an additional duty to each MI Bn
- Increase proponent input to performance review on each packet
- Re-energize technical training and focus
- Incentives
  - AA from WOBC
  - ADSO Review
  - Retention of any Enlisted RE-UP Bonus
  - Pay
- Phased WOCS (ie. BNCOC graduate)
- Commissioned Officer

Recommendations: Retention

- Integrated training (cross rank/cross course) at Intel Center
- Integrate CW4/5 into annual SIO Conference
- Over 20 3/3
- Utilization
- Degree Completion
- Permissive TDY for Masters or Advanced Degree
- Specified Military Training
- Retention Pay
- SELCON Rules

Recommendations: Force Structure

- Relook WO MOS Skill Sets
  - Include Job Titles
  - MASINT, IO, SIGINT
- Coordinate all growth
  - TDA particularly difficult
- Annual Force Structure Review
- Total TAADS Review
- Use MI WO's in their positions or transfer slots

Reserve Component Issues

- Time

  Training: MOSQ & sustainment & instruction
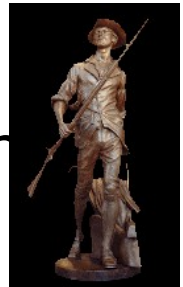
  - Recommendation:
    - DL, CBT, AC/RC integration

- Utilization

  Legacy systems

  - Recommendations: remove, train w/AC

  Assignments

  - Recommendations: multi-component accountability/responsibility

Reserve Component Issues

- Representation
  - USAIC, INSCOM, WARTRACE
    - Recommendations: AGR MI WO on staff
- Unique skills recognition
  - Value added civilian skills
    - Recommendations: evaluate & utilize

WO Training Concept

TECH   **TECH**   **SR TECH**   **MANAGEMENT**

| WO1 | CW2 | CW3 | CW4 | CW5 |

TRACK COURSE

ASMT TRNG

TECH MANAGEMENT TRAINING

BASIC COURSES ELECTIVES

LET VTC DL REDTRAIN

ADV TRNG

CAS3 JMIC CGSC ELE

WOSC WOSSC College Courses Distant Learning

AA   BS   MS

Army Military Intelligence University

**DEAN
AMIU**

**Training
Faculty**

**Assignment/SME
Faculty**

**Technology
Faculty**

- **World Class Training**
- **University Environment**
- **Total Curriculum**
- **Tailored Development**
- **Expert Training Technology**
- **WEB Based Center**

- **Integrated Training**
- **No Cookie Cutting**
- **Core & Elective Based**
- **Non Redundant**

Assignment/Geographic Oriented

- **Real World Lessons**

Conclusion

- Very successful 1st MI WO Leader Development WG
- Continued emphasis on this process is key
- Adoption of recommendations by Intel Center will foster commitment of MI WO Corps now
- Commitment of MI leadership and investment of needed resources is paramount for success
- Predict that full development and implementation of MI WO LD strategy will take approximately two years

Milestones

- 1st MI WO Leader Development WG (7-11 Feb 00)
- Synchronize MI WO LD WG Results with WOPMS XXI and Conduct Follow-up Research (Feb-Sep 00)
- Identify and Implement Near-Term Training Improvements to MI WOBC/WOAC (Jun 00)
- Draft Long-Term MI WO LD Strategy (Oct 00)
- Disseminate Draft Long-Term MI WO LD Strategy to Field and Collect Feedback (Oct 00 - Jan 01)
- Finalize MI WO LD Strategy (Jan-Mar 01)
- Disseminate Final MI WO LD Strategy (Mar 01)
- Implement MI WO LD Strategy (Mar-Jun 01)
- Intel Center MI WO LD WGs (Monthly)
- IPRs to Intel Center Leadership (As Necessary)

Guidance ??